

Strategic Lean Project Report



For Reporting Period: July 1, 2015 through December 31, 2015

I. General Information:

Lead agency name: Washington State Parks and Recreation Commission

Partner agencies: None

Improvement project title: Bathroom Cleaning Process Improvement at your ocean beach access points!

Date improvement project was initiated: 4/1/2015

Project type: New Project

Project is directly connected to:

☐ Results Washington performance measure

☒ Agency Strategic Plan

☒ Other

If applicable, specify the alignment:

Transformation strategies and initiatives #2: Adopt a business approach to park system administration.

The agency Transformation strategy was initiated to drive mission-aligned improvements and ensure park system and financial sustainability, ensuring that the state park system provides sites and services that people continue to choose for recreation and renewal.

Report reviewed and approved by: Don Hoch, Director

II. Project Summary:

State Parks and Recreation Commission improved the bathroom cleaning process at the Northern Shores (Ocean City/Pacific Beach) state parks, by establishing standard cleaning procedures (checklist), creating a Kanban board that lists repairs needed, better organizing and supplying the cleaning rooms, vandal proofing where possible, and increasing signage so visitors are educated about the process and the fees associated with the ocean beach access points. Prior to these improvements, 20 percent of volunteer survey respondents said they were dissatisfied or very dissatisfied with bathroom cleanliness at the parks. After the changes, that dropped to 16 percent. In addition, one of the bathroom cleaning times was cut by 18 percent. The improvements allow staff more time to attend to other park maintenance issues and serve the daily visitor needs.

III. Project Details:

Identify the problem:

Clean bathrooms are a clear priority for visitors to state parks but can be a challenge in the face of high usage. During the summer, more than 60,000 visitors per month use the bathrooms at the Northern Shores management area, an area that consists of 22 miles of ocean beach, six ocean beach access (OBA) points with bathroom facilities and six campgrounds with six restroom/shower facilities.

Problem

In visitor surveys from July 2014 to December 2014, 63 volunteer visitor customer

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statement: surveys rated “cleanliness/conditions of restroom/showers” as “dissatisfied/very dissatisfied” Our goal, as the stewards of Washington’s parks, is to reduce that number to zero.

Improvement description: We used several Lean tools to improve cleaning, stocking, maintenance and vandal-proofing. Specifically, we developed visual management tools, including posted cleaning techniques, signage and better organizing stockrooms. We standardized cleaning steps with checklists, cut the amount of rework by organizing bins and carts, used Kanban boards to keep all park staff informed of maintenance issues and vandal proofed paper products. The lessons learned have been expanded to two more parks, with the intent to implement regionally within the next six months and statewide within a year.

Customer involvement: Customer input was the primary driver for this improvement effort. Volunteer customer surveys are available to all campers. At least 63 (out of 310 respondents) expressed their concern with cleanliness while visiting the ocean beach during the survey period. The area park ranger, park aide and a contracts and procurement officer participated on the Lean Team. Additionally, Oregon State Parks was involved in the discussion in order to glean expertise from their methods as many of our visitors liked their Oregon experience.

IV. Project Details:

Improved process as measured by: (Click those that apply)	Specific results achieved: (Complete the narrative boxes below)	Total Impact: (Actuals; Current Reporting Period)	Results status:
☒ Safety	Increased Safety by allowing staff more time to attend to other park maintenance issues and serve the daily needs of visitors.		Preliminary
☒ Quality	Increased quality and efficiency by standardizing the cleaning methods.		Preliminary
☒ Time	Decreased the deep clean method from 144 minutes at one location’s bathroom/shower facility to an average of 117 minutes. This improvement allowed staff more time to attend to other park maintenance issues and serve daily visitor needs.	Saved 9 hours of staff time per month	Preliminary
☒ Customer Satisfaction	Decreased “very dissatisfied/dissatisfied” comments regarding cleanliness/conditions of restrooms/showers from 20 percent to 16 percent		Preliminary

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VI. Optional Visuals:

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